OSI. 76
7/2 R

1975 is International Women's Year

The United Nations General Assembly declared 1975 International Women's Year. Its threefold purpose is to promote world-wide equality between men and women, ensure full participation of women in economic, social, and cultural development at all levels, and recognize women's contributions to international cooperation and world peace.

President Ford, by Executive Order 11832, established a National Commission on the Observance of International Women's Year, 1975 to promote its national observance in the United States and to encourage cooperative activity in the field of women's rights and responsibilities.

In keeping with the year's theme, the Civil Service Commission issued Bulletin 713-38 to Heads of Departments and Agencies noting that International Women's Year 1975 provides a natural setting for moving the Federal Women's Program forward.

The Bulletin reiterated the goal of the Federal Women's Program: to achieve full integration into the total EEO effort, assuring that particular needs and problems of women receive understanding and consideration in personal management decisions and activities. It suggested that agencies dovetail projects and programs already in their 1975 action plans with efforts for International Women's Year.

LOUISVILLE FREE PUBLIC LIBRARY

Agencies were reminded that special action items directed toward enhancing employment and advancement opportunities for women would impact upon the status of women in the United States whether aimed at initial appointment, training, or managerial development. Such items could be associated with International Women's Year theme of equality, development, and peace.

The Bulletin also informed agencies about Commission plans for highlighting the Federal Women's Program during International Women's Year 1975. Some of these plans include:

- Publishing a Career Counseling Handbook for Women to help counselors (supervisors, managers, personnelists, EEO specialists) advise employees about their careers.
- Producing a film focusing on the need for women to make early career choices and to prepare themselves through education, training, and work experience.
- Proposing legislation to permit controlled experimentation with flexible work schedules. This would be especially beneficial to working women who often balance a career with family responsibilities.
- Participating in Federal agency and D.C. area organization ceremonies that commemorate women's history and achievements in the United States.

This is the official UN emblem for International Women's Year: a stylized dove; the biological symbol for woman; and the mathematical sign for equality.

EEO Spotlight

Published bimonthly by the United States Civil Service Commission in the interest of equal employment opportunity

Volume 7 Number 2 **January-February 1975**

BEP blazes UM career paths

As one means of creating a positive equal employment opportunity environment, the Bureau of Engraving and Printing (BEP) has developed a variety of Upward Mobility and Career Path programs to provide employees in all areas—Wage Board, Crafts, and General Schedule—with opportunities to advance, change careers, or enter supervisory and management training.

Periodically, as manpower needs are identified, BEP employees are notified of Upward Mobility and career path opportunities. The notices explain the program, state eligibility requirements, target jobs, selection methods, and counseling procedures, and encourage employees to apply.

The following briefly describes the programs available to BEP employees. For further information about any of the programs, contact Peter H. Daly, Manager of Human Resource Development, at 964-7654.

Wage Board Promotions

For Wage Board workers, a new promotion procedure is substituted for the previous written-test requirement. With a satisfactory performance rating and seniority (used as a tie-breaker), an employee's name automatically moves up to number one on a grade level promotion register. When a Wage Board vacancy occurs at a particular level, Number One receives a detail into the job which, after successful training, results in promotion. If the employee is not interested in the job, the employee's name remains on the top for the next promotion opportunity, but the second person on the register gets an opportunity to take the job training.

Continued on page 2

BEP career paths

continued

This selection procedure works for Wage Board positions which rarely require significant amounts of previous experience. Most jobs can be learned in a 20-to-30 day training period. If, at the end of training, the employee cannot perform the work or does not like it, he/she can return from the detail without losing placement on the register.

The Wage Board jobs, 1 through 8, include semi-skilled and non-skilled work such as janitor, vault keeper, currency/postage stamp examiner, machine operator, or truck driver. The pay scale, as a result of a special schedule, is slightly higher than that of the Federal Wage Grade employee. Wage Board workers make up about 60 percent of BEP's 3,300 member work force.

Craft Positions

For employees who wish to enter one of the craft careers at BEP (such as plate printer, book binder, machinist, electrician, stationary engineer, plate maker, engraver, designer, painter), a Craft Training Upward Mobility Program has been developed.

This program began in 1968 when BEP's management initiated efforts with the Civil Service Commission and the unions to break down barriers that hindered entry to craft apprenticeships. As a result, CSC eliminated such entry requirements as high school diplomas and academic credits and, instead, used the Job Element procedure to identify selection criteria such as employee potential to learn. This approach widened entry into the crafts at BEP and later was adopted Government-wide in filling apprenticeships.

Apprenticeships and formal training varies with the craft, but usually four years is required to reach journeyman level. Necessary formal training is provided through agency classes, correspondence courses, union schools, or other means.

Over the five-year period, 57 Bureau employees have entered this Upward Mobility program; 30 have graduated to journeymen and 24 are serving apprenticeships.

Management Positions

For employees at the GS-9 through -12 level, or those in a craft or a Wage Grade supervisory position with comparable salary, there is the Bureau's Executive Development Program.

Recently 140 employees applied for the program and went through a selection process that included an assessment center. (The assessment center is a series of group exercises and individual performance tests that simulate the work required of a manager. This particular model was developed in conjunction with the Civil Service Commission.) A similar program is now being designed for an even wider band of Bureau employees for first-level supervisory positions.

Six of the eight new management candidates selected are training on the job. (See interview story, page 3) The eight new candidates have worked at BEP from 6 months to 30 years and range in age from 25 to 51.

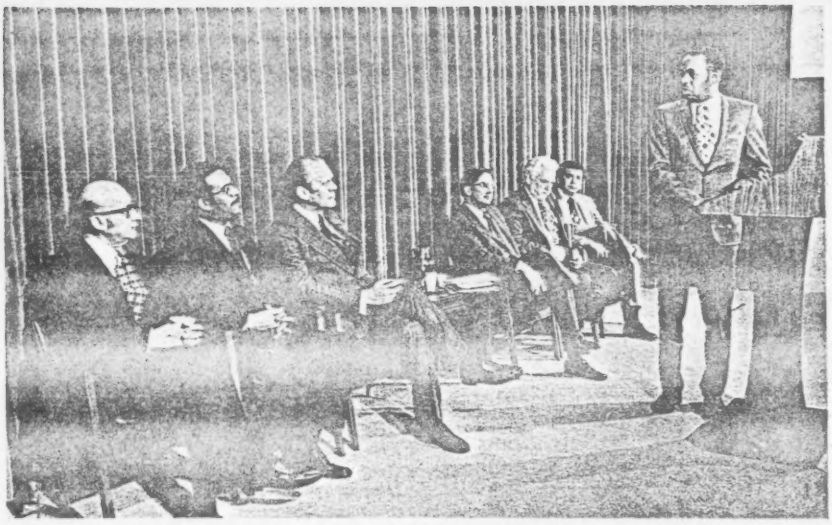
Basic Upward Mobility

Another means of career development or career change at BEP is through the basic Upward Mobility program. This new program is open to career or career conditional employees at the GS-1 through -7 level and WB-1 through -5. It includes only those who are in a non-professional, non-career ladder series; have at least a satisfactory performance rating; and have a year of continuous service with BEP as of Jan. 31, 1975.

Some 330 employees applied for the program, half of whom were Wage Board. Fifteen target jobs were established in positions such as management assistant, personnel clerk, engineering draftsman, and production comptroller.

Selection, to begin April 1975, will be based on supervisory evaluations and the assessment center technique. Training agreements are presently being negotiated with the Civil Service Commission.

Management at the Bureau of Engraving and Printing believes that its Upward Mobility and career development programs contribute not only to achieving equal employment opportunity goals but also to producing a more effective organization. This is evidenced by such conventional indicators as low absenteeism, low turnover, relatively low cost trends, and findings of management consultant studies. The Bureau has been recognized by the CSC-GAO-OMB Study on Productivity in Government as a model of effective management.



President Ford and Federal officials recently briefed members of the National Newspaper Publishers Association, a predominately Black group, on the current standing of Federal programs with regard to minorities. Pictured left to right are Irving Kator, Assistant Executive Director, Civil Service Commission; Stanley S. Scott, Special Assistant to the President; President Ford; James T. Lynn, Secretary of Housing and Urban Development; Peter J. Brennan, Secretary of Labor; and Alex Armendaris, Director, Office of Minority Business Enterprise. At the podium is Dr. Carlton Goodlett, president of the Publisher's Association.

From craftsman to manager

Three Reactions

Three of the eight new candidates selected for the executive management training program at the Bureau of Engraving and Printing (see story on page 2) gave their reactions on making a career shift from craftsman to manager. This is how they see it.

Neil McGarry
Assistant Superintendent
Postage Stamp Division

I managed my own print shop before coming to the Bureau as a plate printer four years ago. After I was selected for middle management training through the Bureau's assessment center, I went to the New Managers course at Kings Point for three weeks. Now I'm just learning as I go along.

The most important thing I'm learning is the way managers have to do things. It isn't like before when I said, "Look, I need this," and I got it. Now people say to me, "Look, I need this," and I have to figure out how to get it for them.

I like my new management job because I enjoy working with people. It gets a little frustrating at times; I get results, but it takes longer. Before, when I did something, I could say almost immediately, "It works." Now it might take a year to find out if anything I'm doing is doing anything.

In salary, I lost my overtime which amounted to $4,000 or $5,000 a year, but this new job is worth it. I had only one more step to go in my craft—a foreman's position. Now I'm at the lowest rung of the middle management ladder and I have room to move. If I don't move up, it's my own fault. The opportunity is there.

Harold Grigsby
Assist. to the Superintendent
Postage Stamp Division

I came to the Bureau in 1954 as a Guard and attended Howard University part-time. In 1964, I passed the apprentice exam and began training as a plate-maker. I was in the craft for nine years and, when the Bureau recruited for middle management positions, I applied.

At first I hesitated about changing careers because I enjoyed plate-making. The pay was excellent and the overtime good. When I was selected for management training, I had mixed emotions because I still wasn't sure it was the right move. Now I'm glad I did it. I have a new sense of freedom.

In a craft you get a sense of accomplishment in seeing a finished product at the end of the day. But after the training period, your skills are developed and the job becomes routine.

In management, you have the freedom to be involved in different things. Your telephone rings and your whole day is changed—that happens quite frequently. The challenge is unbelievable.

Coming to the management side, your thought processes change. I was vice president of my craft union and the problems you have as a union official, and as an employee, are not the same as the problems you face as a manager. As a manager you have to be concerned about manpower, personnel, safety, money, work load, materials, ideas. Stepping from the craft to management makes you aware of things you didn't even know existed.

Tom Harris
Assistant to the Superintendent
Examining Division

I was a bookbinder for about 10 years outside the Bureau. While working, I got my BS in business administration. Now I'm half finished with my master's degree in behavioral science at the George Washington University.

I agree with Harold and Neil. I believe our greatest adjustment is the changed nature of our work. Whenever I get in the plant, I want to roll up my sleeves and dig in.

But there is satisfaction in management. When the Superintendent asks my advice about a problem, and takes it, that's when I think, "Hey, man, that felt good."

A manager has to be concerned with many people doing many different things. I've had to learn to be less sympathetic with my particular ex work group where I've built up friendships. I have to think—if I do this for one group, will another group be adversely affected.

Like the others, I'm not gaining money in this job. When I went into the GS series earlier as a production controller, I lost approximately $500 a year in base pay and $4,000 in overtime. Now I figure I make $93 more a year than a bookbinder. But I'm doing this because a career plan is long range. When you step into management, it's an open-ended opportunity.

SSP schedules recruiting book, conference

A revised edition of the Spanish-speaking Recruitment Sources booklet will be available in April through the Government Printing Office. The new booklet includes an addition of over 45 higher educational institutions not listed in CSC Bulletin 713-33, a new section on employment concerns of the Spanish-speaking, and a more comprehensive list of tips for recruiting Spanish-speaking Americans. The publication also contains updated Census data (1973) and additional radio and TV stations that broadcast in Spanish. The listing of Spanish-speaking consulting firms and organizations is also expanded.

Agencies will be alerted to the printing of the booklet so that they may ride the Commission's requisition.

The earlier publication was used not only in Federal agencies but also by State and local governments, private businesses, and major corporations in recruitment efforts.

The employment problems of the Spanish-speaking in the Pacific Northwest is the theme of a Federal conference to be held in Portland, Oreg., Mar. 6–7. Spanish-speaking Americans make up the largest minority group in that part of the country.

This is the eighth in a series of regional conferences sponsored by the Civil Service Commission. The Commission has been bringing together leaders of Spanish-speaking organizations and key agency officials to effect a more constructive working relationship between the two groups.

Such conferences have been held in major cities around the country because, as Commission Chairman Robert E. Hampton explained, "The bulk of the employment problems of the Spanish-speaking lie in the field" and they must be dealt with there.

ADEA Program Briefs

• **ADEA** refers to the Age Discrimination in Employment Act of 1967 which was amended by public Law 93-259 to include the Federal sector, effective May 1, 1974. FPM Letter 713-28 provides Civil Service Commission regulations regarding nondiscrimination on account of age.

• **Watch for FPM Letter 713-30.** It covers processing of notices of intent to file civil action under ADEA section 15(d). This procedure, applicable *only* in the area of age discrimination, concerns the filing of civil action when a complaint has *not* been filed under the EEO discrimination complaint procedure. The FPM Letter is dated Feb. 14, 1975.

• **A Recent ADEA Enforcement.** An agency had placed employees who were eligible for retirement in a low category in its priority placement program. The Civil Service Commission determined that this treatment violated the ADEA since all were in the 40 to less than 65 age group. CSC required the practice to stop and the agency to take corrective action.

Complaint Activity. Of persons counseled on alleged age discrimination in the first quarter of FY 1975, 23 percent went on to file formal complaints. This percentage was higher than the ratios of formal complaints filed on the basis of race/color, religion, sex, or national origin. The three areas most complained about were promotion, reassignment, and initial appointment. This is the first time that initial appointment has surfaced as a major complaint category. Therefore, EEO counselors should be prepared for possible increases in job applicant contacts.

• **Older Worker Myth.** "Older workers will not be able to learn new techniques as rapidly as younger workers." Yet Department of Labor and private studies show that learning ability of ages 50 and 60 is about equal to that of age 16.

EEO
Spotlight

Editor: Rene Vawter

The Chairman of the U.S. Civil Service Commission has determined that the publication of this periodical is necessary in the transaction of public business required by law of this agency. Use of funds for printing of this periodical has been approved by the Director, Office of Management and Budget through June 30, 1977.

EEO
Spotlight

Vol. 7 No. 2 January-February 1975
UNITED STATES
CIVIL SERVICE COMMISSION
Office of the
Assistant Executive Director
Washington, D.C. 20415

Official Business

United States Civil Service Commission
POSTAGE AND FEES PAID

U.S.MAIL